

Discussion Guide for

TransLink® Management Group Strategic Business Planning

San Francisco
September 15, 2008

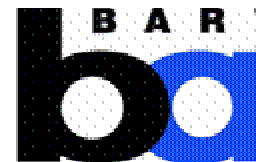
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Discussion:

- ▶ Strategic business planning workshop
- ▶ Stakeholder interviews

As TransLink® transitions from implementation to operations, business planning is critical for the TransLink® Consortium

- ▶ The TMG must determine:
 - The future vision of TransLink®
 - The Consortium's role and responsibilities in TransLink®'s future
 - Governance models and organization structures best suited to efficient and effective operations
 - How to prepare for the operational phase of this project
- ▶ A Strategic Business Plan must provide the structure to manage the Consortium's changing needs, while keeping it focused on its overall mission and vision



SFMTA

Municipal Transportation Agency



Once developed, the TransLink® strategic business plan will provide a framework for decision-making and daily activities

- ▶ Consensus building for vision, mission and goals
- ▶ Business and governance strategies for the TransLink® Consortium
- ▶ Framework for action planning and evaluating success



A TMG workshop is the first step in strategic planning for TransLink®

- ▶ **Purpose:** Provide the information and direction needed to prepare a work plan, budget estimate and schedule for the development of the Strategic Business Plan
- ▶ **Workshop Agenda Items Include:**
 - Briefing on critical issues (identified from stakeholder interviews) such as; governance models, organizational structures, funding, roles and responsibilities, program goals
 - Discussion of mission, vision and business strategies
 - Communication plan for obtaining Consortium feedback during business plan development
- ▶ **Structure:**
 - Half-day working session facilitated by the Booz Allen Consortium Assistance team
 - Participants: TMG members
 - Location and time of meeting TBD
- ▶ **Deliverables:**
 - Summary of workshop results
 - Strategic Business Plan work plan and milestones

Strategic Business Planning Workshop

Sample Agenda

- ▶ Introduction and Approach
- ▶ Stakeholder Interview Findings and discussion of critical issues
- ▶ Discussion of draft material
 - Vision
 - Mission
 - Business Plan Outline
- ▶ Governance
- ▶ Administrative Roles and Processes
- ▶ Additional Items
- ▶ Next Steps

Strategic Business Planning Workshop

Discussion Highlights

► Briefing on Stakeholder Interview Findings

- Highlight findings of stakeholder interviews
- Discuss ways to address interview findings
- Identification of critical issues from stakeholder interviews

► Discussion of Critical Issues for Strategic Planning

- What does the Consortium need to do in the future? How is that different from what it does today?
- How will the roles and responsibilities of the TransLink® Consortium change in the transition to operations and should the governance change?
- What do stakeholders expect of the Consortium in the future?
- How can the Consortium be more effective? What is working well and what is not?

► Additional Discussion Items

- Preparation for operations
- Contract management
- Handling/managing operations issues
- Policy issues (e.g., youth passes, senior/disabled passes, fare integration)
- Resource management plan

Business Planning topics from the Consortium Assistance RFP included:

- ▶ **Card and brand strategy**
- ▶ **Technical migration plan**
- ▶ **Affiliate and service strategy**
- ▶ **Customer management**
- ▶ **Contract management strategy**
- ▶ **Resource/financial plan**
- ▶ **Small operator deployment strategy**
- ▶ **Governance and operating rules**
- ▶ **Committee planning**
- ▶ **Card and value distribution strategy**

Discussion:

- ▶ Strategic business planning workshop

- ▶ Stakeholder interviews

Stakeholder interviews will precede the workshop and provide valuable input

- ▶ Provide a starting point for strategic business planning discussions
- ▶ Provide input necessary to develop and build consensus for the Consortium's mission, vision and goals
- ▶ Provide information to assess whether the Consortium structure provides efficient and effective functionality as it transitions to business operations
- ▶ Support analysis of the Consortium's Strengths, Weaknesses, Opportunities, Threats (SWOTs)
- ▶ Results will be summarized in a briefing document and presented for discussion at the Strategic Business Plan Workshop

Stakeholder interviews will be structured and focused

- ▶ **Interviewees:** TMG members, legal counsel, others?
- ▶ **Format:** Individual interviews using a structured interview guide to discuss:
 - strengths, weaknesses and challenges of the current structure
 - existing mission and goals
 - existing and possible alternative governance and organization structures
 - program goals
 - funding
 - roles and responsibilities
- ▶ **Interview length, location:** 60 minutes, in the interviewee's office

Interview responses will be confidential and will be analyzed and consolidated in order to brief the TMG members during the Strategic Business Planning Workshop

Sample stakeholder interview questions

- ▶ What is your vision for TransLink®?
- ▶ What is the Consortium's current mission/role? Will it change over the next two years as TransLink® is implemented? If so, what should the Consortium's role and mission be once TransLink® is in operation?
- ▶ What are the Consortium's key strengths?
- ▶ What are the Consortium's most significant weaknesses?
- ▶ What are the primary opportunities for the Consortium to be more successful in the future?
- ▶ What are the most significant threats to the Consortium's future success?
- ▶ If you were ruler for a day, what would you change to improve the governance structure, agency roles and coordination, organization structure, and performance results? What would you not change?

Questions / Discussions

► For Further Information Please Contact:

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